



TORQ Analysis of First-Line Supervisors/Managers of Housekeeping and Janitorial Workers to First-Line Supervisors/Managers of Food Preparation and Serving Workers

INPUT SECTION:

Transfer	Title	O*NET	Filters		
From Title:	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	37-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	First-Line Supervisors/Managers of Food Preparation and Serving Workers	35-1012.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

OUTPUT SECTION:

Grand TORQ:

82

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	82	Level	94	Level	68

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Speech Recognition	44	22	72	No Skills Upgrade Required!				Customer and Personal Service	62	6	85
Deductive Reasoning	53	22	65								
Category Flexibility	42	27	50								
Inductive Reasoning	46	21	56								
Information Ordering	51	16	68								
Problem Sensitivity	51	13	75								
Speech Clarity	44	10	75								
Oral Comprehension	55	8	84								
Time Sharing	42	13	50								
Oral Expression	57	5	87								
Near Vision	42	7	56								
Written Comprehension	46	4	50								

LEVEL and IMPT (IMPORTANCE) refer to the Target First-Line Supervisors/Managers of Food Preparation and Serving Workers. GAP refers to level difference between First-Line Supervisors/Managers of Housekeeping and Janitorial Workers and First-Line Supervisors/Managers of Food Preparation and Serving Workers.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50



Description	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Food Preparation and Serving Workers	Importance
Oral Expression	52	57	87
Oral Comprehension	47	55	84
Problem Sensitivity	38	51	75
Speech Clarity	34	44	75
Speech Recognition	22	44	72
Information Ordering	35	51	68
Deductive Reasoning	31	53	65
Inductive Reasoning	25	46	56
Near Vision	35	42	56
Written Comprehension	42	46	50
Category Flexibility	15	42	50
Time Sharing	29	42	50
Skill Level Comparison - Abilities with importance scores over 69			
Description	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Food Preparation and Serving Workers	Importance
Speaking	61	57	80
Active Listening	64	49	76
Reading Comprehension	62	57	70
Time Management	55	50	70
Instructing	62	54	69
Knowledge Level Comparison - Knowledge with importance scores over 69			
Description	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Food Preparation and Serving Workers	Importance
Customer and Personal Service	56	62	85
Administration and Management	61	54	75

Experience & Education Comparison					
Related Work Experience Comparison			Required Education Level Comparison		
Description	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Food Preparation and Serving Workers	Description	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Food Preparation and Serving Workers
10+ years	0%	0%	Doctoral	0%	0%
8-10 years	0%	1%	Professional Degree	0%	0%
6-8 years	0%	0%	Post-Masters Cert	0%	0%
4-6 years	34%	0%	Master's Degree	0%	1%
2-4 years	18%	18%	Post-Bachelor Cert	0%	0%
1-2 years	10%	7%			
6-12 months	4%	23%			



3-6 months	15%	0%	Bachelors	16%	5%
1-3 months	0%	5%	AA or Equiv	0%	1%
0-1 month	0%	0%	Some College	0%	7%
None	14%	41%	Post-Secondary Certificate	29%	6%
			High School Diploma or GED	48%	47%
			No HSD or GED	4%	30%
First-Line Supervisors/Managers of Housekeeping and Janitorial Workers			First-Line Supervisors/Managers of Food Preparation and Serving Workers		
Most Common Educational/Training Requirement:					
Work experience in a related occupation			Work experience in a related occupation		
Job Zone Comparison					
3 - Job Zone Three: Medium Preparation Needed			2 - Job Zone Two: Some Preparation Needed		
Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.			Some previous work-related skill, knowledge, or experience may be helpful in these occupations, but usually is not needed. For example, a teller might benefit from experience working directly with the public, but an inexperienced person could still learn to be a teller with little difficulty.		
Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.			These occupations usually require a high school diploma and may require some vocational training or job-related course work. In some cases, an associate's or bachelor's degree could be needed.		
Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.			Employees in these occupations need anywhere from a few months to one year of working with experienced employees.		

Tasks

First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Food Preparation and Serving Workers
Core Tasks	Core Tasks
Generalized Work Activities:	Generalized Work Activities:
<ul style="list-style-type: none"> • Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources. • Coordinating the Work and Activities of Others- Getting members of a group to work together to accomplish tasks. • Inspecting Equipment, Structures, or Material - Inspecting equipment, structures, or materials to identify the cause of errors or other problems or defects. • Identifying Objects, Actions, and Events - Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events. • Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems. 	<ul style="list-style-type: none"> • Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests. • Identifying Objects, Actions, and Events - Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events. • Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources. • Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems. • Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
Specific Tasks	Specific Tasks
Occupation Specific Tasks:	Specific Tasks



- Advise managers, desk clerks, or admitting personnel of rooms ready for occupancy.
- Check equipment to ensure that it is in working order.
- Confer with staff in order to resolve performance and personnel problems, and to discuss company policies.
- Coordinate activities with other departments to ensure that services are provided in an efficient and timely manner.
- Direct activities for stopping the spread of infections in facilities such as hospitals.
- Establish and implement operational standards and procedures for the departments they supervise.
- Evaluate employee performance, and recommend personnel actions such as promotions, transfers, and dismissals.
- Forecast necessary levels of staffing and stock at different times, in order to facilitate effective scheduling and ordering.
- Inspect and evaluate the physical condition of facilities in order to determine the type of work required.
- Inspect work performed to ensure that it meets specifications and established standards.
- Instruct staff in work policies and procedures, and the use and maintenance of equipment.
- Inventory stock to ensure that supplies and equipment are available in adequate amounts.
- Investigate complaints about service and equipment, and take corrective action.
- Issue supplies and equipment to workers.
- Maintain required records of work hours, budgets, payrolls, and other information.
- Perform financial tasks such as estimating costs, and preparing and managing budgets.
- Perform or assist with cleaning duties as necessary.
- Plan and prepare employee work schedules.
- Prepare activity and personnel reports, and reports containing information such as occupancy, hours worked, facility usage, work performed, and departmental expenses.
- Recommend changes that could improve service and increase operational efficiency.
- Recommend or arrange for additional services such as painting, repair work, renovations, and the replacement of furnishings and equipment.
- Screen job applicants, and hire new employees.
- Select and order or purchase new equipment, supplies, and furnishings.
- Select the most suitable cleaning materials for different types of linens, furniture, flooring, and surfaces.

Occupation Specific Tasks:

- Analyze operational problems, such as theft and wastage, and establish procedures to alleviate these problems.
- Assign duties, responsibilities, and work stations to employees in accordance with work requirements.
- Collaborate with other personnel in order to plan menus, serving arrangements, and related details.
- Compile and balance cash receipts at the end of the day or shift.
- Control inventories of food, equipment, smallware, and liquor, and report shortages to designated personnel.
- Develop departmental objectives, budgets, policies, procedures, and strategies.
- Develop equipment maintenance schedules and arrange for repairs.
- Estimate ingredients and supplies required to prepare a recipe.
- Evaluate new products for usefulness and suitability.
- Forecast staff, equipment, and supply requirements based on a master menu.
- Greet and seat guests, and present menus and wine lists.
- Inspect supplies, equipment, and work areas to ensure efficient service and conformance to standards.
- Observe and evaluate workers and work procedures in order to ensure quality standards and service.
- Perform personnel actions such as hiring and firing staff, consulting with other managers as necessary.
- Perform serving duties such as carving meat, preparing flambe dishes, or serving wine and liquor.
- Present bills and accept payments.
- Purchase or requisition supplies and equipment needed to ensure quality and timely delivery of services.
- Recommend measures for improving work procedures and worker performance to increase service quality and enhance job safety.
- Record production and operational data on specified forms.
- Resolve customer complaints regarding food service.
- Schedule parties and take reservations.
- Specify food portions and courses, production and time sequences, and workstation and equipment arrangements.
- Supervise and check the assembly of regular and special diet trays and the delivery of food trolleys to hospital patients.
- Train workers in food preparation, and in service, sanitation, and safety procedures.



rooming, and services.

- Supervise in-house services such as laundries, maintenance and repair, dry cleaning, and/or valet services.

Detailed Tasks

Detailed Work Activities:

- analyze operational or management reports or records
- assign work to staff or employees
- clean rooms or work areas
- conduct or attend staff meetings
- conduct training for personnel
- confer with other departmental heads to coordinate activities
- demonstrate or explain assembly or use of equipment
- direct and coordinate activities of workers or staff
- establish employee performance standards
- estimate materials or labor requirements
- forecast departmental personnel requirements
- hire, discharge, transfer, or promote workers
- inspect facilities to determine repair or replacement needs
- interview job applicants
- inventory stock to ensure adequate supplies
- investigate customer complaints
- issue supplies, materials, or equipment
- maintain production or work records
- monitor worker performance
- orient new employees
- oversee work progress to verify safety or conformance to standards
- prepare or maintain employee records
- prepare reports
- purchase furnishings, artworks, or accessories
- purchase housekeeping or cleaning supplies or equipment
- recommend improvements to work methods or procedures
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend purchase or repair of furnishings or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule employee work hours
- use oral or written communication techniques
- use power mower

Detailed Tasks

Detailed Work Activities:

- analyze organizational operating practices or procedures
- assign work to staff or employees
- conduct training for personnel
- coordinate banquets, meetings or related events
- determine food portions
- direct and coordinate activities of workers or staff
- direct and coordinate food or beverage preparation
- greet customers, guests, visitors, or passengers
- hire, discharge, transfer, or promote workers
- identify cut or grade of meat
- inspect facilities or equipment for regulatory compliance
- inventory stock to ensure adequate supplies
- investigate customer complaints
- maintain production or work records
- manage finances for institutional food service
- modify work procedures or processes to meet deadlines
- monitor worker performance
- oversee work progress to verify safety or conformance to standards
- plan menus
- provide customer service
- purchase food or beverages
- purchase housekeeping or cleaning supplies or equipment
- recognize customer intoxication
- recommend improvements to work methods or procedures
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- schedule employee work hours
- schedule restaurant reservations
- use oral or written communication techniques

Technology - Examples

Accounting software

- Compeat Restaurant Accounting Systems
- CostGuard foodservice software

Human resources software

• SoftCafe, ScheduleWriter



Technology - Examples

Data base user interface and query software

- Data entry software
- Microsoft Access

Electronic mail software

- Email software
- Microsoft Outlook

Facilities management software

- Computerized maintenance management system CMMS software

Inventory management software

- Inventory tracking software

Materials requirements planning logistics and supply chain software

- Computerized bed control system software

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Project management software

- Microsoft Project

Spreadsheet software

- Microsoft Excel

Word processing software

- Microsoft Word

Tools - Examples

- Building alarm systems
- Push brooms
- Carpet shampooers
- Cleaning scrapers
- Industrial dryers
- Desktop computers
- Dust mops
- Protective face shields
- Floor burnishers
- Floor scrubbing machines
- Powered floor washers

- Software Schedulingwriter

- Staff scheduling software

Inventory management software

- AJV Food & Beverage software
- CBORD Group Menu Management System
- Inventory management software
- Regnow Chrysanth Inventory Manager

Point of sale POS software

- Compris Advanced Manager's Workstation
- Compris software
- ICVERIFY software
- Intuit QuickBooks Point of Sale
- MICROS Systems HSI Profits Series
- NCR Advanced Checkout Solution
- NCR NeighborhoodPOS
- Point of sale POS software
- The General Store software

Procurement software

- Ordering and purchasing software

Project management software

- CaterPro Software
- CBORD FoodService Suite

Spreadsheet software

- Restaurant Operations & Management Spreadsheet Library
- Spreadsheet software

Tools - Examples

- Barcode scanners
- Cash registers
- Desktop computers
- Credit card readers
- Notebook computers
- Restaurant guest and server paging systems
- Card readers
- Point of sale POS printers



- Safety goggles
- Spray bottles
- Flatwork ironers
- Step ladders
- Light commercial washing machines
- Dust masks
- Mop wringers
- Personal computers
- Pressure washers
- Rubber gloves
- Industrial sewing machines
- Multi-line telephone systems
- Squeegees
- Steam-operated sterilizers
- Steam pressers
- Industrial vacuum cleaners
- Wet mops
- Wet-dry vacuums

- Point of service workstations

Labor Market Comparison

Description	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	First-Line Supervisors/Managers of Food Preparation and Serving Workers	Difference
Median Wage	\$ 33,840	\$ 27,520	\$(6,320)
10th Percentile Wage	\$ 21,680	\$ 18,570	\$(3,110)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 41,770	\$ 33,230	\$(8,540)
90th Percentile Wage	\$ 53,500	\$ 40,160	\$(13,340)
Mean Wage	\$ 35,260	\$ 28,630	\$(6,630)
Total Employment - 2007	900	3,970	3,070
Employment Base - 2006	1,006	4,110	3,104
Projected Employment - 2016	1,040	4,437	3,397



Projected Job Growth - 2006-2016	3.4 %	8.0 %	4.6 %
Projected Annual Openings - 2006-2016	18	64	46

National Job Posting Trends

Trend for First-Line Supervisors/Managers of Housekeeping and Janitorial Workers

Trend for First-Line Supervisors/Managers of Food Preparation and Serving Workers

Job Trends from Indeed.com

Data from [Indeed](#)

Recommended Programs

Cooking and Related Culinary Arts, General

Cooking and Related Culinary Arts, General. A program that focuses on the general study of the cooking and related culinary arts, and that may prepare individuals for a variety of jobs within the food service industry. Includes instruction in food preparation; cooking techniques; equipment operation and maintenance; sanitation and safety; communication skills; applicable regulations; and principles of food service management.

No schools available for the program

Restaurant, Culinary, and Catering Management/Manager

Restaurant, Culinary, and Catering Management/Manager. A program that prepares individuals to plan, supervise, and manage food and beverage preparation and service operations, restaurant facilities, and catering services. Includes instruction in food/beverage industry operations, cost control, purchasing and storage, business administration, logistics, personnel management, culinary arts, restaurant and menu planning, executive chef functions, event planning and management, health and safety, insurance, and applicable law and regulations.

Institution	Address	City	URL
Eastern Maine Community College	354 Hogan Rd	Bangor	www.emcc.edu
Wasington County Community College	One College Drive	Calais	www.wccc.me.edu

Sport and Fitness Administration/Management

Culinary Arts and Related Services, Other. Any instructional program in culinary arts and related services not listed above.

Institution	Address	City	URL
Wasington County Community College	One College Drive	Calais	www.wccc.me.edu



Foodservice Systems Administration/Management

Foodservice Systems Administration/Management. A program that focuses on the principles and practices relating to the administration of food service systems in institutional settings, and that prepares individuals to manage such operations in public and private facilities. Includes instruction in human nutrition, food safety, the design and organization of food service systems, purchasing, personnel management, and related business practices.

No schools available for the program

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
37-1011.00	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	100	3	900	\$33,840.00	\$0.00	3%	18
51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	79	3	3,750	\$45,510.00	\$11,670.00	-4%	65
43-5061.00	Production, Planning, and Expediting Clerks	78	2	1,320	\$38,490.00	\$4,650.00	-1%	35
47-1011.00	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	78	3	3,190	\$46,630.00	\$12,790.00	3%	77
11-9021.00	Construction Managers	78	3	970	\$72,320.00	\$38,480.00	4%	35
25-1194.00	Vocational Education Teachers, Postsecondary	77	4	0	\$47,550.00	\$13,710.00	51%	20
11-9131.00	Postmasters and Mail Superintendents	77	3	420	\$55,200.00	\$21,360.00	-5%	10
53-1021.00	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	77	3	1,160	\$34,540.00	\$700.00	11%	37
13-1071.01	Employment Interviewers	76	3	610	\$41,200.00	\$7,360.00	10%	19
43-6011.00	Executive Secretaries and Administrative Assistants	76	3	3,330	\$38,830.00	\$4,990.00	6%	76
13-1023.00	Purchasing Agents, Except Wholesale, Retail, and Farm Products	76	3	920	\$45,210.00	\$11,370.00	-2%	21
11-3071.01	Transportation Managers	76	3	710	\$62,270.00	\$28,430.00	5%	25
13-1051.00	Cost Estimators	76	4	750	\$44,990.00	\$11,150.00	14%	25
43-5011.00	Cargo and Freight Agents	76	2	170	\$40,360.00	\$6,520.00	5%	5
11-3011.00	Administrative Services Managers	76	4	1,090	\$56,630.00	\$22,790.00	5%	34



Top Industries for First-Line Supervisors/Managers of Food Preparation and Serving Workers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Limited-service eating places	722200	42.46%	346,947	388,130	11.87%
Full-service restaurants	722100	24.01%	196,218	215,834	10.00%
Elementary and secondary schools, public and private	611100	5.14%	42,017	44,278	5.38%
Special food services	722300	3.58%	29,228	33,940	16.12%
Self-employed workers, primary job	000601	3.23%	26,419	28,146	6.54%
Grocery stores	445100	2.60%	21,218	25,642	20.85%
Drinking places (alcoholic beverages)	722400	2.44%	19,929	18,364	-7.86%
Nursing care facilities	623100	1.44%	11,740	12,759	8.68%
General medical and surgical hospitals, public and private	622100	1.07%	8,718	9,652	10.71%
Self-employed workers, secondary job	000602	0.87%	7,099	7,067	-0.45%
Community care facilities for the elderly	623300	0.83%	6,799	10,387	52.78%
State government, excluding education and hospitals	929200	0.69%	5,608	5,504	-1.87%
Local government, excluding education and hospitals	939300	0.66%	5,360	6,022	12.34%
Gasoline stations	447100	0.62%	5,082	4,549	-10.48%
Civic and social organizations	813400	0.61%	5,014	5,542	10.53%

Top Industries for First-Line Supervisors/Managers of Housekeeping and Janitorial Workers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	27.17%	76,681	86,700	13.07%
Elementary and secondary schools, public and private	611100	9.13%	25,771	23,972	-6.98%
Self-employed workers, secondary job	000602	3.57%	10,069	10,024	-0.45%
Colleges, universities, and professional schools, public and private	611300	3.06%	8,641	8,502	-1.61%
Nursing care facilities	623100	2.98%	8,403	9,132	8.68%
Local government, excluding education and hospitals	939300	2.93%	8,259	8,426	2.03%
General medical and surgical hospitals, public and private	622100	2.59%	7,303	8,085	10.71%
Religious organizations	813100	2.28%	6,441	7,786	20.87%
Community care facilities for the elderly	623300	1.27%	3,598	4,940	37.28%
Lessors of real estate	531100	1.01%	2,860	2,834	-0.89%



Casino hotels	721120	0.97%	2,724	3,365	23.54%
Employment services	561300	0.95%	2,667	3,511	31.63%
Activities related to real estate	531300	0.92%	2,592	3,436	32.54%
Vocational rehabilitation services	624300	0.76%	2,146	2,719	26.68%
Exterminating and pest control services	561710	0.76%	2,152	2,610	21.25%